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ABSTRACT

School principals are regularly confronted with conflicting priorities and perplexing dilemmas. This book shares some of the sense that practicing principals have made of their own complex work. Arguing that there are no textbook solutions to most school problems, the book proposes looking at leadership as a quest. It identifies seven persisting tensions in principals' work--justice, teaching, purpose, resources, change, ownership, and autonomy. Following the introduction, chapters 2 through 8 describe each of the seven persisting tensions and present a case story, two letters of advice, and an analysis of the situation. Chapter 9 addresses the principal's ability to help the school function as a community, and chapter 10 offers suggestions for developing faith in themselves and in others. Appendices contain information on the International Network of Principals' Centers and a framework for assessing leadership capacities. (Contains 80 references.) (LMI)

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